



**MURIEL BOWSER**  
MAYOR

July 1, 2021

The Honorable Phil Mendelson  
Chairman  
Council of the District of Columbia  
John A. Wilson Building  
1350 Pennsylvania Avenue, NW, Suite 504  
Washington, DC 20004

Dear Chairman Mendelson:

Pursuant to section 3(a) of the Department of Transportation Establishment Act of 2002, effective May 21, 2002 (D.C. Law 14-137; D.C. Official Code § 50-921.01), in accordance with section 2(a) of the Confirmation Act of 1978, effective March 3, 1979 (D.C. Law 2-142; D.C. Official Code § 1-523.02(a)), I am pleased to nominate the following person:

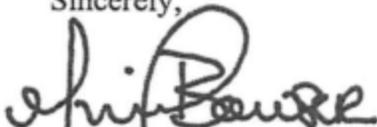
Mr. Everett Lott  
Chestnut Street, NW  
Washington, DC 20015  
(Ward 4)

for appointment as the Director of the District Department of Transportation, to serve at the pleasure of the Mayor.

Enclosed you will find biographical information detailing the experience of the above-mentioned nominee, together with a proposed resolution to assist the Council during the confirmation process.

I would appreciate the Council's earliest consideration of this nomination for confirmation. Please do not hesitate to contact me, or Steven Walker, Director, Mayor's Office of Talent and Appointments, should the Council require additional information.

Sincerely,

  
Muriel Bowser

  
Chairman Phil Mendelson  
at the request of the Mayor

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6 A PROPOSED RESOLUTION  
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9 IN THE COUNCIL OF THE DISTRICT OF COLUMBIA  
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13 To confirm the appointment of Mr. Everett Lott as the Director of the District Department of  
14 Transportation.

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16 RESOLVED, BY COUNCIL OF THE DISTRICT OF COLUMBIA, That this resolution  
17 may be cited as the "Director of the District Department of Transportation Everett Lott  
18 Confirmation Resolution of 2021".  
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20 Sec. 2. The Council of the District of Columbia confirms the appointment of:

21 Mr. Everett Lott  
22 Chestnut Street, NW  
23 Washington, DC 20015  
24 (Ward 4)  
25

26 as the Director of the District Department of Transportation, established by section 3(a) of the  
27 Department of Transportation Establishment Act of 2002, effective May 21, 2002 (D.C. Law 14-  
28 137; D.C. Official Code § 50-921.02(a)), in accordance with section 2(a) of the Confirmation  
29 Act of 1978, effective March 3, 1979 (D.C. Law 2-142; D.C. Official Code § 1-523.01(a)), to  
30 serve at the pleasure of the Mayor.

31 Sec. 3. The Council of the District of Columbia shall transmit a copy of this resolution,  
32 upon its adoption, to the nominee and to the Office of the Mayor.

33 Sec. 4. This resolution shall take effect immediately.

# EVERETT LOTT

## Executive Management

**Visionary Leadership** \*      **Strategic Planning** \*      **Organizational Development**

A member of the Senior Executive Service since 2016 as an accomplished administrator with federal, state, and local government experience in executive level management in the areas of budgetary and fiscal operations, human resources, labor contract negotiations, contracting and procurement, and public and intergovernmental relations. Results-oriented and well-organized professional able to handle diverse projects and efficiently prioritize multiple assignments. Proven ability to work successfully with employees, supervisors, government officials, state agencies, non-profit agencies, the private sector, and the public. Excels in dynamic, demanding environments while remaining pragmatic and focused.

## Core Competencies

- Budget Formulation and Execution
- Employee and Labor Relations
- Strategic Planning
- Leadership and Accountability
- Organizational Development
- Human Resources
- Contracts
- Intergovernmental Relations
- Public and Media Relations
- Customer Service

## Professional Experience

Government of the District of Columbia, Washington, DC  
present  
District Department of Transportation  
**Interim Director / Deputy Director**

12/2018 –

The leader of the DDOT executive leadership team responsible for leading a large diversified department of more than 1,100 employees with a budget of \$1.1B that is comprised of five functionally unique administrations. Responsibilities include setting major policy and priority guidance for solving complex transportation issues with significant economic, social, environmental and urban infrastructure development implications. Provide strategic direction and leadership of the administrations for planning and policy issues regarding the use of public space, maintaining transportation infrastructure, transportation safety, environmental services, capital construction, financial management, personnel, procurement, and information technology.

### **Key Achievements:**

- Collaborate with federal and regional leaders to deliver over \$4 billion of major infrastructure projects including the Frederick Douglas Memorial Bridge.
- Manage the Urban Forestry Division, Public Space Permitting Office and other public space management divisions.
- Oversee the District's 5G technology program including liaising with industry, hosting public engagement meetings and creating the regulations for the equipment permitting and deployment processes.
- Lead the District's first Public-Private Partnership (P3) to modernize 75K streetlights to maximize energy efficiency.
- Manage the operations of three transit systems including DC Streetcar, Capital Bikeshare, and DC Circulator.
- Drive the city's Vision Zero program to reduce preventable roadway fatalities, serious crashes, and injuries through use of data and IT solutions.
- Successfully work and partner with city council, community leaders, business executives, and the public to gain consensus on support on key infrastructure projects throughout the District.

United States Government – Department of Transportation  
1200 New Jersey Ave S.E. Washington, DC 20590

11/2016 – 12/2018

**Federal Highway Administration (FHWA)**  
**Senior Advisor for Shared Services (Senior Executive Service)**

A principal advisor for FHWA on the assessment, design, socialization, and implementation of a shared services model approach in Information Technology, Human Resources, and Acquisitions. Providing strategic leadership and direction on the reorganization of mission and support services into a shared services model while ensuring that programs and resources are optimized without diminishing services.

- Advise on the migration to cloud computing (Azure) resulting in improved system performances and efficiencies by eliminating redundant and costly usage of servers and support contracts.
- Provide advice and guidance on the restructuring and consolidation of IT operations to accommodate needs of Executive Order M-17-22. Delivered new information systems consistent with strategy.
- Facilitate organizational change management initiatives to gain buy-in and support for the implementation of shared services.
- Collaborate across agencies to build strategic relationships to enable a successful migration to shared services.

**Pipeline and Hazardous Materials Safety Administration (PHMSA)**  
**Associate Administrator for Administration (Senior Executive Service)**

A principal member of the PHMSA executive leadership team responsible for leading the agencies strategic human capital management initiatives and administrative operations effort that includes headquarters and regional office facilities that spans a budget of \$260M and 750 federal and contract employees. Developed and implemented an organizational vision that integrates organizational and programmatic goals to recruit, retain, and develop a diverse workforce that is geographically dispersed throughout the country. Served as an expert in strategic human capital management with significant experience overseeing a progressive team of human resources professional and senior-level managers.

**Key Achievements:**

- Led the agency's recruitment and hiring strategy to decrease critical vacancies within the field offices using flexible hiring authorities and targeted recruitment initiatives.
- Successfully led the agency in meeting the time-to-hire goal of 80 days or less in recruiting and hiring.
- As Chief Negotiator, successfully led management team through midterm negotiations with the collective bargaining unit resulting in an agreement for flexible work schedules for the workforce.
- Provided key support in the successful transition to new political leadership.
- Met weekly with executives and senior leaders to assist them in achieving the necessary change management in their organizational processes. Encouraged discussion of differences to generate the best options for implementing telework, alternative work schedules, and space-sharing.
- Established and led a space management plan to accommodate current and future space requirements for HQ and Field resulting in savings of approximately \$200K annually.

United States Government – HRSA: HIV/AIDS Bureau  
5600 Fishers Lane Rockville, Md. 20857

05/2013 – 11/2016

**Director of Operations and Management/Executive Officer (0341 – GS 15)**  
Supervisor: Available upon request

Exercised executive leadership, direction, coordination, and control over management programs of the Bureau to assure balanced, comprehensive support and guidance on all aspects of administrative management and operations of the Bureau. Provided executive leadership and management over the Bureau's following activities: financial operations, including the budget formulation and execution of the annual \$2 Billion Ryan White operating budget; information technology, personnel management – position allocation, recruitment, placement, performance standards and appraisals, training, and

employee and labor relations; contract administration; management policy, and resource and space management;

Directed 16 staff and a \$2 Billion annual budget.

**Key Achievements:**

- Successfully reorganized multiple Divisions within the HIV/AIDS Bureau to support the Administration and awarding of over 880+ grant awards totaling \$1.4 Billion.
- Successfully implemented hiring strategy to reduce vacancy backlog by more than 65% by hiring 45 new staff within 16 months.
- Restructured the Bureau's Office of Operations and Management to establish a viable, effective and customer service focused workflow that resulted in delivering quality, timely, and increased operational efficiencies.
- Provided guidance to Senior Leadership and management staff on personnel related matters including development of performance plans, interview guides, grievance and conflict resolution, and other employee and labor relations items.
- Instituted a customer service strategy to promote responsiveness and timeliness by setting a response time standard of 24 hours or the next business day.
- Examined and conducted audits to identify waste and organizational inefficiencies with the objective of improving operational units through consolidation of functions and maximizing utilization of staff.
- Managed, developed, monitored, and mentored staff and subordinates within the HRSA HIV/AIDS Bureau.

United States Government - Peace Corps  
1111 20<sup>th</sup> St. NW Washington, DC 20001  
**Chief Administrative Officer (O341 FP-2)**  
Supervisor: Earl Yates – 202-460-5423

02/2009 – 04/2013

Provided high-level management and administrative oversight for 9 Regional Recruiting Offices and 204 staff, to include managing the organization's \$26.1 million budget operations (budget formulation and execution). Responsible for management and oversight of annual budget, 204 personnel, payroll, human resource management, and labor relations. Provided cross-functional management of 9 Regional Recruiting Offices and 7 divisions within national headquarters operation on complex human resource and personnel issues, employee relations, fiscal and contracts administration, and facility management. Responsible for budget formulation, justification, and execution for the Office of Volunteer, Recruitment, and Selection (VRS) budget as well as responsible for quarterly fiscal close-outs. Oversaw the development and submission of personnel actions, performance evaluations, record maintenance of attendance audits (PC-57), staff development plans, position descriptions, and employee awards. Served as Contracting Officer for Technical Review (COTR) on 3 contracts. Directed 10 local and regionally based staff and a \$26.1 million annual budget.

**Key Achievements:**

- Successfully gained support for more than \$20M in additional agency resources for the agency's central process to deliver Volunteers to the field in-country commonly referred to as the Volunteer Delivery System.
- Successfully executed a strategy to consolidate regional offices and realign staffing resulting in \$1.4M in agency savings over 3 years.
- Managed \$1.6M annually in PEPFAR funds and resources to support volunteer recruitment and placement activity in response to the global HIV/AIDS pandemic.
- Successfully partnered with the union to facilitate major agency reorganizations resulting in improved efficiencies to support the growth and expansion of Peace Corps Volunteers in-country.
- Trained VRS senior leadership team on federal personnel, procurement, and appropriation laws, policies, and guidelines.
- Appointed by Director to serve on the Labor-Management Partnership Council.
- Serve as member of HIV Workplace Strategy working group, Continuity of Operations (COOP) committee, and building security committee.

Edge-Concepts, LLC,  
PO Box 42015 Washington, DC 20015  
**Consultant**

01/2008 – 02/2009

Supervisor: Self

Provided strategic, fiscal, and technical analysis on governmental operations including child support enforcement, financial cost-benefit analysis, and feasibility studies. Reviewed technical and business objectives of Child Support Services Division to develop feasibility study and cost-benefit analysis by comparing and evaluating state child support systems. Developed an Advanced Planning Document for the reengineering or replacement of the D.C. government's Child Support Enforcement System.

**Key Achievements:**

- Successfully evaluated multiple state Child Support Enforcement Systems.
- Developed cost benefit analysis and cost profiles for multiple state Child Support Systems.
- Conducted joint application design data gathering sessions with client.

Government of the District of Columbia, Washington, DC  
**Deputy Director/Chief of Staff**

10/2001– 12/2007

Provided executive leadership for \$50 million Emergency 911 Communications Agency with over 500 employees and annual revenues totaling \$13 million. Oversaw daily administration and program execution with full management responsibility for human resources, payroll, fiscal operations, labor relations, and procurement units. Served as the lead agency negotiator on collective bargaining and working conditions contract negotiations and on all impact and effects bargaining. Oversaw the development and submission of personnel actions, grievances and appeals, performance evaluations, hours of duty, leave and pay administration, and other human resource matters related to position classification, staffing, benefits, compensation, training, records management, and employee/union relations. Supervised 8 direct reports and provided general oversight of 500 employees. Responsible for a \$50 million budget. Served as media contact and agency spokesperson for all agency updates. Interfaced with the Mayor and senior city officials, City Council members, and community citizen leaders, regarding status of programs and long-range planning.

**Key Achievements:**

- Effectively investigated, mediated, and resolved allegations of unfair labor practices including EEO complaints, sexual harassment, hostile work environment, American with Disabilities Complaints (ADA) and Family Medical Leave (FMLA).
- Formalized and implemented the development of multiple reorganization plans to create a new District of Columbia Government public safety agency – Office of Unified Communications.
- Successfully managed a crosswalk “conversion” from non-union to union positions resulting in parity with similar public safety positions throughout the country.
- Developed and implemented a suitability policy to conduct background investigations and establish minimum requirements for access to law-enforcement and U.S. DOJ database systems.
- Successfully facilitated the merging of 3 collective bargaining units down to one through an agency-wide election.
- Developed standard operating procedures, administrative procedures, table of penalties for disciplinary actions, and a zero-based budget with revenue forecast projections.
- Substantially improved emergency call-taking and dispatching performance by 35%.
- Reduced absenteeism and the casual use of sick leave by 40%.

**Senior Manager for Donations**

Ensured full execution of Mayor's initiative to secure private sector donations to augment limited general fund resources. Developed and managed the District of Columbia's financial and in-kind donations program for all District of Columbia Government agencies. Developed and implemented strategic marketing plans and established performance benchmarks for each agency. Actively participated in Mayor's Cabinet meetings and provided expert advice and recommendations on the rules governing donations. Interfaced regularly with District government agency managers, General Counsel, for-profit administrators, residents, and merchants.

**Key Achievements:**

- Secured over \$5 million in donations in two years.
- Created and launched an automated on-line donation application system that tracked and accounted for all donor activity to the Mayor and the city government.
- Introduced and implemented a government-wide donations process to effectively manage the contributions and gifts made to the District to avoid appearances of quid pro quo.

**Acting Budget Director**

Executed fiscal management for the District of Columbia's public-school system budget, including strategic development, long-range planning, and a year-end balanced budget. Oversaw daily administration and program management of fiscal unit. Interfaced with the Superintendent, Deputy Superintendents, Associate Chief Financial Officer, Principals, and community stakeholders. Directed 12 staff and a \$900 million public school system budget.

**Key Achievements:**

- Developed fiscal controls to overcome \$70 million projected shortfall.
- Identified approximately \$2 million in savings by eliminating erroneous personnel records.
- Successfully balanced \$900 million school system budget.

City of San Antonio, San Antonio, TX

01/1996 – 10/2001

**Fiscal Operations Supervisor**

Ensured full delivery of social service programs by managing multiple funding streams totaling more than \$115 million in federal, state and local dollars. Provided program management of fiscal operation and performance management units. Spearheaded mission and vision strategy sessions to align budget and resource allocation to agency objectives. Responsible for payroll, quarterly draw-downs, grant revenue collections, and grant development. Provided strategic planning with agency managers on senior services, literacy, homeless programs, youth services, and cultural arts. Managed a 12-member fiscal and grants management team.

**Key Achievements:**

- Received clean audits on 100% of state and federal grant audits.
- Increased grant awards annually by 15%.
- Revamped senior meal program by outsourcing to private sector food provider.
- Selected to participate in the National Executive Leadership Institute.

**Budget and Management Analyst**

Consulted program administrators and City Management in review of management practices, budgetary control, and legal compliance. Prepared annual revenue and expenditure budgets, quarterly reports, financial forecasts, and GAO bonds for all public safety departments. Conducted analysis of policy, program, budgetary, and performance management issues.

**Key Achievements:**

- Responsible for oversight of 65% of the City's general fund.
- Identified approximately 10% or \$54.2 million in savings from the public safety cluster.

City of Lubbock, Lubbock, TX

09/1993 – 01/1996

**Neighborhood Services Specialist**

Provided technical assistance to non-profit organizations applying for federal and state grants that were administered by the City of Lubbock. Administered 15 Community Development Block Grant (CDBG) and 3 Emergency Shelter Grant (ESG) funded programs. Developed and monitored each of these contracts for the funded non-profit agencies. Assisted in the budget process, prepared federal revenue and expenditure reports, and developed bid specifications.

**Key Achievements:**

- Successfully managed a federally grant funded capital project totaling \$1 million dollars.
- Provided technical assistance and training to the City Council, Advisory Boards, and neighborhood association presidents on the federal regulations for CDBG and ESG funds.

### **Civic Involvement**

**Advisory Neighborhood Commissioner \* Washington, DC \* 2007 – 2010**  
**Hannah House Transitional Facility for Women/Children \* Washington, DC \*2004 – 2010**

### **Education and Credentials**

**Master of Public Administration (MPA) \* Texas Tech University, Lubbock, Texas 1995**  
**Bachelor of Art, Political Science \* Texas Tech University, Lubbock, Texas 1993**  
**Federal Executive Institute LDS 412 \* Charlottesville, Virginia 2015**  
**Society for Human Resources Management Learning System \* Catholic University, Washington, DC 2011**  
**Certification in Executive Management \* Harvard University, Boston, Massachusetts 2006**  
**Certification in Public Management \* George Washington University, Washington, DC 2004**  
**Executive Management Program for Public Administrators \* Executive Leadership Institute 2000**



Executive Office of the Mayor - Office of Talent and Appointments  
John A. Wilson Building | 1350 Pennsylvania Avenue, Suite 600 | Washington, DC 20004

## Everett Lott



Everett Lott is the Acting Director of the District Department of Transportation (DDOT).

Director Lott brings more than 28 years of experience, leadership, and management of large complex organizations in the areas of administration, budget and finance, human resources, grants, labor and employee relations, and facilities management. Prior to joining DDOT, he worked for US DOT as a member of the Senior Executive Service (SES) for the Pipelines and Hazardous Materials Safety Administration (PHMSA) and the Federal Highway Administration (FHWA). Everett was appointed to the Senior Executive Service (SES) in 2016 as the Associate Administrator for Administration for PHMSA. He later joined FHWA to lead the department's efforts to transition to a shared services model for all of US DOT.

Prior to his appointment to the SES, Director Lott was part of the executive leadership team at the Health Resources and Services Administration (HRSA) in the HIV/AIDS Bureau as the Director of the Office of Operations and Management. Everett is not a newcomer to the District government. He previously served as the Acting Budget Director for the District of Columbia Public Schools, Senior Manager in the Executive Office of the Mayor, and as Deputy Director/Chief of Staff in the District's Office of Unified Communications.

A Ward 4 resident, Director Lott earned his B.A. and M.A. from Texas Tech University and completed additional graduate work at Harvard University. He is also a graduate of the Federal Executive Institute's Leadership for a Democratic Society.



GOVERNMENT OF THE DISTRICT OF COLUMBIA  
Executive Office of Mayor Muriel Bowser



Office of the General Counsel to the Mayor

**To:** Ronan Gulstone, Steve Walker  
**From:** Betsy Cavendish  
**Date:** May 19, 2021  
**Subject:** Legal sufficiency review of Resolution nominating Everett Lott as the Director of the District Department of Transportation

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**This is to Certify** that this office has reviewed the above-referenced legislation and found it to be legally unobjectionable. If you have any questions in this regard, please do not hesitate to call me at 202-724-7681.

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Elizabeth Cavendish